



# Strategic Plan 2018 - 2021



**The International Confederation of Principals (ICP) is the only global school principals' umbrella professional organisation. Its members are individuals, groups and national associations of school principals and aspiring school principals. It is a purposeful network, which develops and encourages opportunities in an inclusive, affiliated democratic manner. The Confederation is non-partisan and secular.**



**MISSION**  
**The International  
Confederation  
of Principals is  
dedicated to the  
development,  
support and  
promotion of  
school leadership  
globally**

## VISION

MORE EQUITABLE OPPORTUNITIES AND  
OUTCOMES FOR STUDENTS  
GLOBALLY THROUGH QUALITY SCHOOL  
LEADERSHIP.

## PURPOSE

WE WILL ACHIEVE THIS BY LEADING, LINKING  
AND LEARNING, ACTING LOCALLY AND THINKING  
GLOBALLY, WORKING TOGETHER TO MAKE A BETTER  
FUTURE.

## PRIORITIES

HEALTH AND WELLBEING | ETHICAL LEADERSHIP | EQUITY | PRINCIPAL ADVOCACY

1

DYNAMIC  
MEMBERSHIP

2

INTENTIONAL  
COMMUNICATION

3

PURPOSEFUL  
ADVOCACY

4

POWERFUL  
PARTNERSHIPS

5

CONSCIOUS  
MANAGEMENT

# STRATEGIC OVERVIEW

At the heart of all ICP have planned to do in the next three years are students.

Quality student learning we believe is achieved through quality School Leadership. We highlight this through our Vision and then link this with our Purpose. The five Focus Areas are viewed through the four Priority lenses of Health and Wellbeing, Ethical Leadership, Equity, and Principal Advocacy. This Strategic Plan is informed by our Constitution and our Governing body the ICP Council. The plan is both functional and aspirational for the organisation to continue to move forward.

- The overarching Governance document of the Association
- The Governing body of the Association

## CONSTITUTION & COUNCIL

## STRATEGIC PLAN

- A three-year plan that outlines Priorities, Focus Areas, Targets, Goals and Strategies.
- The Strategic Plan is supported by yearly Operational Plans

- Detailed internal plans that links the Executive Board actions to the Strategic Plan prepared annually for each Focus Area.

## OPERATIONAL PLAN

## EXECUTIVE BOARD DELIVERY

- The actions and resources allocated by the Executive Board to ensure the targets and goals for each Focus Area are achieved

- A yearly all inclusive self review using the Plan, Act, Review, Respond process
- Report on Focus Area outcomes delivered annually at Council meeting

## REVIEW PROCESS

## PRIORITIES

HEALTH AND WELLBEING | ETHICAL LEADERSHIP | EQUITY | PRINCIPAL ADVOCACY

# DYNAMIC MEMBERSHIP



INTENTIONAL  
COMMUNICATION

PURPOSEFUL  
ADVOCACY

POWERFUL  
PARTNERSHIPS

CONSCIOUS  
MANAGEMENT

**BY THE END OF 2021 ICP WILL HAVE INCREASED THEIR MEMBERSHIP BY 10%**

MEMBERS  
FEEDBACK

## **GROWTH**

A deliberate focused drive to attract principal associations to join ICP.

## **COLLABORATION**

A community of principals working together.

## **COHESION / UNITY**

Unite as a high quality global school leaders organisation.

## **CONNECTION**

Connect with one another and celebrate our commitment to improving students education.

**GOAL**

By the end of 2021 we will have attracted new members to our association

**GOAL**

By end of 2021 members will connect more frequently with one another beyond council and conference through the use of technology

**TARGET**

We will have 10 new member associations from across the regions - 25% increase

**TARGET**

All member associations will commit to and participate in one shared project per year e.g. provide data or write articles for newsletters.

# INTENTIONAL COMMUNICATION



**BY THE END OF 2021 ICP WILL HAVE INCREASED THEIR UPTAKE OF COMMUNICATIONS BY 100%.**

MEMBERS  
FEEDBACK

**SHARED**  
Ideas are sorted, valued, shared and then delivered directly to principals.

**CONTEMPORARY**  
Using digital, and other modes of communication.

**GENERATIVE**  
Keep the momentum alive.

**DYNAMIC**  
Communication with a purpose - Direct targeted communication in multiple languages.



## **GOAL**

To widen the type of communication methods used by ICP to target members

## **GOAL**

Targeted communication that reflects the priorities of ICP

## **TARGET**

- Identify appropriate methods of communication in member countries
- Increase engagement of ICP members by 100% (based on 2017 numbers)
- Increase followers on Facebook, Twitter, Whatsapp etc by 100% - based on same years data.

## **TARGET**

Quality articles/ research etc reflecting the ICP priorities in each newsletter

# PURPOSEFUL ADVOCACY



**BY THE END OF 2021 ICP WILL HAVE CONTRIBUTED TO OR COMMISSIONED RESEARCH AND/OR POLICY IN HEALTH AND WELLBEING, ETHICAL LEADERSHIP, EQUITY AND PRINCIPAL ADVOCACY.**

**MEMBERS  
FEEDBACK**

## **CHAMPION**

Speak on behalf of school leaders in these four areas.

## **FUTURE FOCUSED**

Help to shape the next big idea.

## **RESEARCH DATA**

Provide evidence that members can use.

## **MODEL PRIORITY**

Leading, linking and learning, acting locally and thinking globally, working together to make a better future.

## **GOAL**

Support and contribute further to Health and Well being and Ethical leadership studies - Continue to highlight outcomes of these studies

## **GOAL**

To investigate / initiate research into aspects of equity and principal advocacy led by one or more of our member organisations

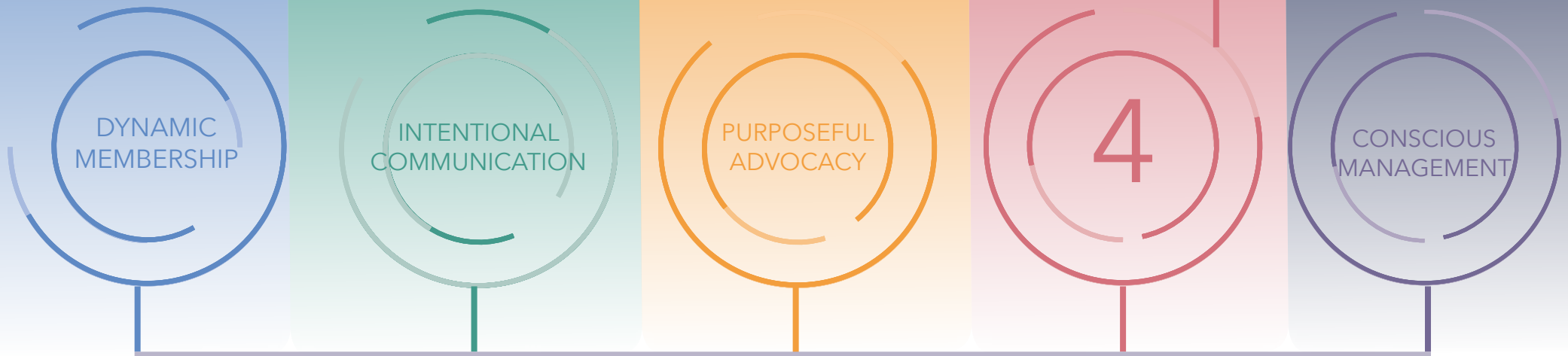
## **TARGET**

- Share findings by 2019/2020
- Encourage member organisations to apply outcomes to own contexts by 2020

## **TARGET**

- Identify which area to explore by next council meeting
- Identify credible research in both areas by the end of 2019
- Disseminate research findings

# POWERFUL PARTNERSHIPS



**BY THE END OF 2021 ICP WILL HAVE INCREASED THEIR FORMAL PARTNERSHIPS BY 20%**

**MEMBERS  
DIRECTION**

## **COLLABORATION AND COOPERATION**

**In purposeful and powerful  
trusted partnerships.**

## **CREDIBLE**

**A trusted professional voice to influence  
education policy globally.**

## **BRANDING AND MARKETING**

**That builds the influence of the organisation.**

## **SUSTAINABILITY OF PROFILE**

**Making our voice stronger through mutually  
beneficial partnerships that builds the profile  
and influence of the organisation.**

**GOAL**

Raise revenue

**GOAL**

Expand our purposeful partnerships that have long term revenue potential

**TARGET**

By 2020 ICP will have at least doubled the income from 2017 data

**TARGET**

By 2020 ICP will have 4 purposeful revenue partnerships (2017 data)

# CONSCIOUS MANAGEMENT



BY 2021 ICP WILL HAVE SHAPED OUR MANAGEMENT STRUCTURES TO REFLECT OUR ONGOING INCOME AND ACHIEVE OUR STATED GOALS.

EXECUTIVE  
FEEDBACK

**TRUST**  
Through the development of proficient structures and policies that are communicated and contributed by members.

**STABILITY**  
The competence to manage a steady path through the challenges and opportunities of ICP business.

**CONFIDENCE**  
Derived from the capabilities and commitment of the people in the ICP organisation.

**VISION**  
Our business practices.

**GOAL**

Office space with dedicated support staff in the longer term

**GOAL**

Constitutional reform that defines our new organisational structure

**TARGET**

By 2021 ICP will have a viable plan to realise the goal

**TARGET**

By 2021 ICP will have a draft version of the reformed constitution to enable goal.

